Individual assignment on Human Resource Management.

Question:

1. Choose any organization and write a report on diversity management (HRM differentials – race e.g. age, gender) within the organization.
2. Make suggestions on how to enhance existing different management.

## INTRODUCTION

Today many businesses tend to face a practically common issue called diversity. Theoretically, Equal Employment Opportunity Commission (EEOC, USA) defines diversity issues as the difference in people’s gender, age, social and marital status, religion, disability, personality, culture and ethnicity. Globally, such workforce diversity issues are practiced differently and it varies from country to country. Gender inequality is the most usual diversity problem worldwide, while ethnicity and religion cause discrepancy among people of Middle East and India. In China, off-farm migrants are differentiated from urbanites due to family status. Western countries, particularly, the USA, the European Union, Australia, New Zealand and South Africa are well-known for multiculturalism due to the large number of immigrants which is another aspect of diversity issues. According to researchers, relevant decisions can be made through the use of HRM policies to deal with all diversity related topics.

## DIVERSITY MANAGEMENT

(Walmart, 2018)

The best management practice of diversity related issues, as asked in the task of the report, can be observed on the example of Walmart- a company with a high profitability index.

A brief look through Walmart’s 2017 report made by the company’s HRM analysts generalizes that a higher proportion of year-to-end triumph was attained through the comprehension of a simple logic behind employees’ attitude towards their work. Or namely, what makes workers perform better than usual. As everybody is aware of the reputation of Walmart whose stores are located all around the world’s developed countries, there is quite a big mixture of nationalities employed in each store. Nevertheless, the HR management of Walmart performed fantastically in 2017 by applying certain techniques when diversity issues appeared to show up. The root of achievements was developed under the device so-called “Road to Inclusion”. By the term of inclusion company managers wanted to specify the essence of diversity existence to the development of employee communicableness within the organization. In other words, everybody is included and judged equally in the whole operational system pushing demographical problems out. The management of diversity released a report of classical approaches to some demographical problems (gender and disability) that are examined in detail further.

1. *Gender*. The President & CEO of Walmart, Doug McMillon, came into a decision of signing three important *diversity and inclusion* *commitments,* such as:
2. **Catalyst CEO Champions for Changes**
3. Respecting women equally and promoting them to senior positions after five years of initial employment.
4. Representing women to the Board of Directors in five years.
5. Developing a practical experience among female representatives.
6. Tracing inclusion and civilizing the culture of inclusion.
7. **CEO Action for Diversity & Inclusion**
8. The trusting workplaces are to be formed, in case complicated dialogues about Diversity and Inclusion occur.
9. In the purpose to assist employees to recognize and minimize minor mistakes, unconscious bias education is implemented and developed by top executives.
10. Effective and unsuccessful practices are shared amongst workers.
11. Finally, any progress and regular updates within the companies are shared with each other using accountability systems. This lets staff be aware of successful programs as well as measurement practices.
12. **Paradigm for Parity**
13. Lessen unconscious bias.
14. Increase the number of females in higher operating levels.
15. Set targets at every step and be on course of regular progress and results.
16. Base career progress on achieved results and practical performance, not on attendance.

Apparently, the main issue considered extremely vital worldwide that is gender diversity was critically come across by Walmart representatives with absolutely brilliant solutions.

Another generous position was made in the direction of disability diversity. According to Disability Equality Index (DEI) best places to work, Walmart scored 100 out of 100. This means the company directors and managers creatively focused on evolving disability inclusion. One third of American population – approximately 57 million people – suffers from disability. A common trial such people face in employment is unconscious bias around capabilities and competence. A truly helpful as well as quite effective experiment to drive through bias disruption conducted by Walmart members in 2017 was named “Dining in the Dark”. To explain the process of the experiment, all participants were divided in pairs each of which received an opportunity to experience a role of sighted guide as well as a blind person. A buffet-style lunch was set up where each pair had to go through twice in order for each member to experience how it is to be a guide and how it feels to be the person who is blind. As soon as all participants returned to their seats, they put on their room-darkening masks to eat their meal. The experiment ended up successfully, gathering thousands of positive feedbacks, some of which were even found to serve as perfect suggestions to advanced promotions. One particularly salient suggestion was about the availability of diversity and inclusion elements in the experiment that would promise improvement on leadership competences like trust and communication.



Picture 1: “Dining in the Dark” experiment.

Customers are also treated as internal loyal figures and responded in a professional manner of psychologically comprehensive attitude. Therefore, Walmart is simply referred to as a huge community where an unemployed one is hired and the employed one is promoted.

As a matter of one more diversity factor can be inclusion of values and behaviors of customers that are built up under the following four proposals:

1. “Service to the customer”. Listen attentively, respond to and serve their needs and wants accordingly. Creativity and ability to take potential risks are required as well.
2. “Respect for the individual”. Be on the course of current actions; ask if anybody needs support. Be able to provide straightforward feedback.
3. “Strive for excellence”. Be accountable and strategic – responsible for results, strong decision maker, and adaptable to dynamic circumstances.
4. “Act with integrity”. Be honest, fair and courageous – do not lie, keep promises, be truthful; act rightly by others, be open-minded; ask for assistance, learn to say “no” when needed.

As for the general concept of diversity existence at Walmart, gender inequality, disability inequality, as well as cultural values and behaviors of stakeholders are creatively overcome by the company’s HR specialists through a number of practical techniques.

## REFERENCE

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* Moazzam, A. (2016). *Diversity Management: Towards a Theory of Gender Sensitive Practices. Bulletin of Education and Research.*. [ebook] pp.38. 293-306. Available at: https://www.researchgate.net/publication/314875625\_Diversity\_Management\_Towards\_a\_Theory\_of\_Gender\_Sensitive\_Practices [Accessed 10 Nov. 2018].